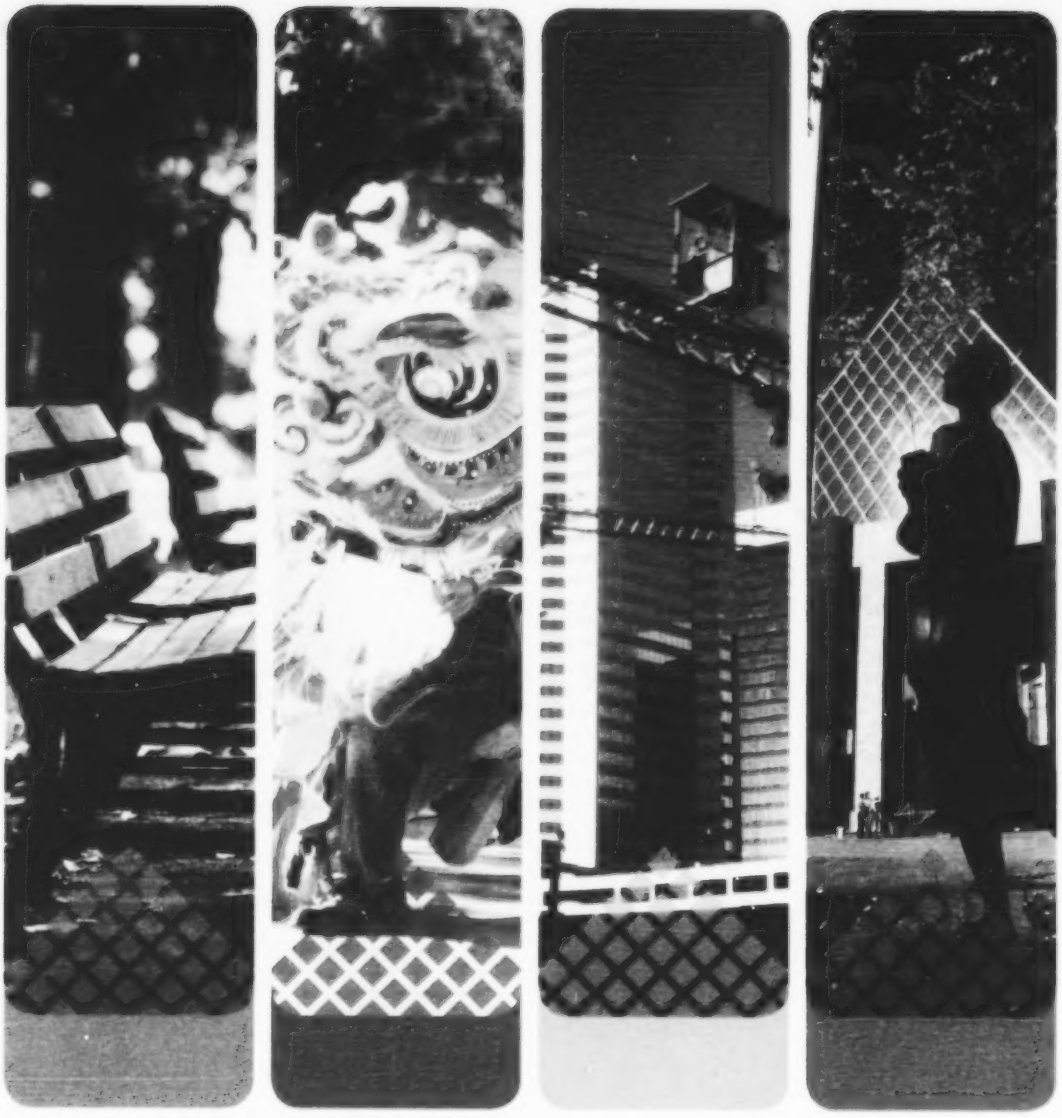
EDMONTON



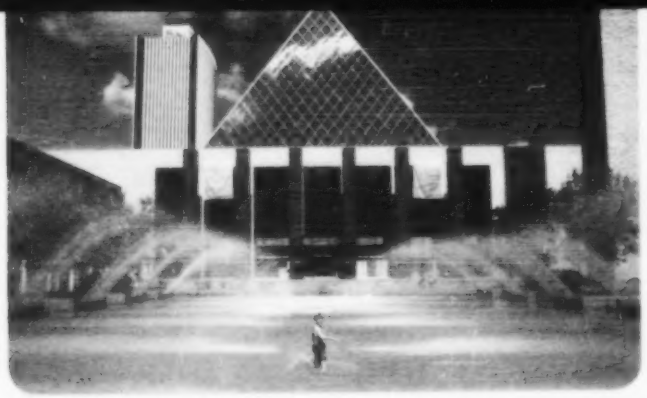
SUSTAINED GROWTH

CITY OF EDMONTON REPORT TO CITIZENS 2007-08 HIGHLIGHTS

Alberta, Canada

August 2008

13
Elected officials



City Council (elected October 15, 2007)

BACK ROW (left to right): Dave Thiele, Ben Henderson, Ron Hayter, Don Iveson, Ed Gibbons, Bryan Anderson, Tony Caterina

FRONT ROW (left to right): Amarjeet Sohi, Karen Leibovici, Jane Batty, Mayor Stephen Mandel, Kim Krushell, Linda Sloan

MESSAGE FROM CITY COUNCIL

Edmonton has a wealth of assets: a dynamic arts and cultural community, outstanding recreational opportunities, the largest urban park on the continent, and a thriving economy with a diverse, growing population. These are just some of the qualities that make this a truly outstanding city.

Our high quality of life depends on many of the services and infrastructure provided by the City – the things citizens see every day, such as roads and transit, police and fire rescue, waste collection, parks and recreation facilities, libraries and support to major city events... to name just a few of our responsibilities.

At the same time, City Council must balance the desire for top-notch services and facilities with fiscal responsibility. Our economic and population growth is actually causing more cost pressures to the City than it is generating revenue. Our costs are growing faster than our sources of revenue. This means we often have to make tough decisions to keep taxes affordable, ensure growth is sustainable, and still invest in the things that make Edmonton one of the world's best places to live and visit.

In addition, we share people, resources, infrastructure, public services and an economy with 25 municipalities in the Capital Region. But, in the past, we have missed opportunities to coordinate our growth and collaborate on our shared opportunities.

Despite our challenges, the City has achieved much over the last year. We are optimistic the City will make even greater strides in the year ahead in planning our long-term growth and coordinating regional management with our neighbours. Our newly adopted City Strategic Plan and its City Vision provides the key tool to guide our planning and investments for a vibrant future.

Council is proud of City services. We are committed to providing programs that maintain Edmonton's national leadership in environmental protection, cultural vitality and public safety, business opportunity and recreational fulfillment for all citizens.

1,600
Newcomers each month

10%
Population growth in five years

ECONOMIC POWERHOUSE

SIZZLING GROWTH AND INVESTMENT. Rated Canada's No. 1 performing economy by CIBC World Markets and Canada's best major city in which to do business by *Canadian Business Magazine*, the region enjoyed a record-setting $48 billion in total economic output, up a phenomenal 41 per cent over the past decade. Edmonton also received *Foreign Direct Investment Magazine's* nod as the country's most attractive investment climate, bar none.

FUELED BY OILSANDS. Global interest in the oilsands (just hours to the north) has attracted more than $200 billion in announced mega projects for the Edmonton region. Those projects include as many as eight bitumen upgraders. Positioned as North America's value added petroleum hub, the region's main economic driver is oil, oilsands and oil servicing. Although the thriving resource-focused economy has stimulated all other sectors, Edmonton must increase economic diversification so it is not reliant on one sector. Edmonton has mobilized deliberate efforts to grow the knowledge sectors such as IT, green technologies, and biotechnology, taking advantage of the oil sector wealth today to focus on our industry of tomorrow.

ROCKETING REAL ESTATE. For the fourth consecutive year, building permit values in Edmonton hit new records with $2.46 billion worth of permits issued, a 6.8 per cent increase over 2006. Yet, when measured against income, homes remain more affordable in Edmonton than in Calgary, Toronto or Vancouver.

GLOBAL CONNECTIONS. A record 6.1 million passengers passed through Edmonton International Airport, the country's fastest growing major airport for the second straight year. Edmonton will be the home of Port Alberta, the overland connector for Prince Rupert's new port, which opened up efficient access to the Asia Pacific. Both CN and CP provide excellent rail links through the city.

UPWARD HO. Amid unbridled opportunity and minimal taxes, Edmonton's GDP is projected to keep rolling upward at more than four per cent each of the next three years, building on a decade of uninterrupted growth.

CHALLENGES OF GROWTH. A booming economy and population growth has created challenges to sustain our vibrant quality of life. The increase in population has not kept pace with labour demand. This causes wages and salaries to continue rising. Combined with high energy prices that drive up the City's operating costs, high employment adds cost pressures to pay for the civic labour force. At the same time, the cost to extend City services and infrastructure to new neighborhoods is greater than the revenue the City receives from new property taxes. With 25 municipalities in the Capital Region, managing growth in a coordinated fashion has been a challenge that is only now being addressed head on.

GREAT VALUE. Despite the challenges of growth, Edmonton's long-term planning is ensuring sustainable development and a quality of life among the best in the world, all based on one of the most affordable property tax rates in the country. The City maximizes all other sources of revenue, leaving residential property taxes to pay for only 15% of all service and infrastructure costs. And of the typical household's total annual taxes, only 5% goes to the City, while 95% goes to the provincial and federal governments.

FOUR PILLARS

ENVIRONMENT
Edmonton provides a quality environment through a healthy ecosystem, diverse communities and balanced infrastructure management.
SOCIAL AND CULTURAL
Edmonton promotes vibrant, inclusive and safe communities.
ECONOMIC DEVELOPMENT
GOVERNANCE
Edmonton promotes effective governance structures and processes to achieve environmental, social and cultural, and economic success.

In March 2007, Edmonton's City Council approved the first step in a corporate-wide strategic plan by consolidating more than 75 existing plans, past Council decisions, and the results of a range of public consultations. The resulting four outcome areas describe the community we aspire to be and set the priorities that guide all department planning and implementation efforts. These outcome areas represent the four pillars in the City's commitment to its citizens. In mid-2008, Council approved the new Corporate Strategic Plan, transforming these four pillars into a detailed roadmap for the City. This new plan is introduced on page 20.

ENVIRONMENT

As a fundamental priority for Edmontonians, the City has a leadership role in nurturing the natural and built environment to reflect our need for a healthy ecosystem, a sustainable city infrastructure and a prosperous, diverse community. This pillar focuses on three areas, each with priorities for City action, followed by examples of achievements in 2007.

61.9M
ETS passenger trips, up 8% over 2006

FOCUS: HEALTHY ECOSYSTEM

PRIORITIES

- **Minimize the impact of human activities on our air, land, and water systems**
- **Use our natural resources prudently**
- **Maintain biodiversity**

ISO CERTIFIED. Mobile Equipment Services, Fire Rescue Services and Fire Operational Services achieved official ISO 14001 certification in December, joining Drainage Services and Waste Management in passing a rigorous third-party audit of their environmental management systems.

LEED SILVER. Council has directed that all future City of Edmonton facilities achieve LEED (Leadership in Energy and Environmental Design) Silver status, certifying that they are high-performance, sustainable buildings.

MOVING PEOPLE. Edmonton Transit is playing a significant role in reducing the environmental impact of mushrooming traffic volumes. Transit recorded 61.9 million trips in 2007, up 8% over 2006, the highest increase in regular riders in its 100-year history. The City also tested pilot hybrid buses.

WASTEWATER FOR INDUSTRY. Gold Bar's leading-edge work with Petro-Canada to reuse wastewater for industrial applications has now attracted 11 national and international awards, including 2007 accolades from GE Water and Process Technologies, the Association of Consulting Engineers of Canada, and the Alberta Emerald Foundation.

LAND TRUST ENDOWMENT. An endowment of $2.5 million approved by City Council in 2007 will provide operational funding for the fledgling Edmonton and Area Land Trust to preserve Edmonton's significant natural areas.

ELECTRONICS RECYCLING. Western Canada's largest electronic and electric recycling facility was constructed in 2007 and opened in early 2008 to deal with the world's fastest growing waste-stream. The firm Global Electric and Electronic Processing, an ISO 14001 company, runs the centre to harvest recyclable metal, plastic and glass from cast-off electronics.

RETROFIT REBATES. To encourage uptake of a federal rebate for retrofitting furnaces, the City of Edmonton offered matching rebates through Carbon Dioxide Reduction Edmonton (CO2RE), a community-wide campaign to reduce greenhouse gas emissions 20 per cent below 1990 levels by 2020. The incentive worked: more than half of the federal rebates paid in Alberta went to Edmontonians. The rebates helped to fund 258 high efficiency furnaces and 10,000 compact fluorescent light bulbs – and reduced total greenhouse gas emissions by an estimated 1,500 tonnes a year.

REUSE CENTRE. Opened in July 2007 in a repurposed downtown building, the Reuse Centre accepts a wide variety of household items not accepted in recycling depots for use by non-profit groups, teachers and the public. The centre is modeled on temporary community-based reuse fairs that have run since 1992.

150,000

Tonnes of concrete and asphalt recycled for reuse on roads

POOL WATER RECYCLING. During a major renovation of the Kinsmen Sports Centre's pool facility in 2007, the City implemented a water conservation pilot project. About 100,000 litres of water drained from pools during maintenance was used to water trees and parks in the nearby neighborhoods, rather than being drained into the sewer system, as is traditional procedure. The feasibility of expanding this project is being evaluated, especially for use in drought conditions.

WETLAND COLLABORATION. The Maple Ridge Wetland near 18 Street and 63 Avenue is being restored, thanks in part to a $50,000 donation from PCL Construction. This is the first time a corporation has helped to preserve one of Edmonton's natural areas.

FOCUS: DIVERSE COMMUNITIES

PRIORITIES:

- **Encourage smart growth**
- **Provide adequate land and infrastructure for residential and economic development**
- **Revitalize the downtown into a residential, economic, social and cultural area of distinction**

SMART CHOICES. Planners now use Smart Choices checklists and scorecards to evaluate whether plans, rezoning applications and subdivisions fit City Council's vision of smart growth. That vision calls for higher density near transit stations, improved walkability, reinvestment in mature neighbourhoods, residential infill, and redevelopment of underutilized commercial and industrial lands. Although the City recognizes that progress on this initiative has been challenging in some established neighborhoods, wide-spread public consultation in the City Visioning exercises and Municipal Development Plan workshops has demonstrated strong community support for this philosophy.

VITAL SIGNS. The recently opened Wheaton Family YMCA, the University of Alberta's downtown Enterprise Square, significant new retail space, a dozen high-rise condo projects and a spectacular new vision for the Art Gallery of Alberta all herald the successful revival of downtown.

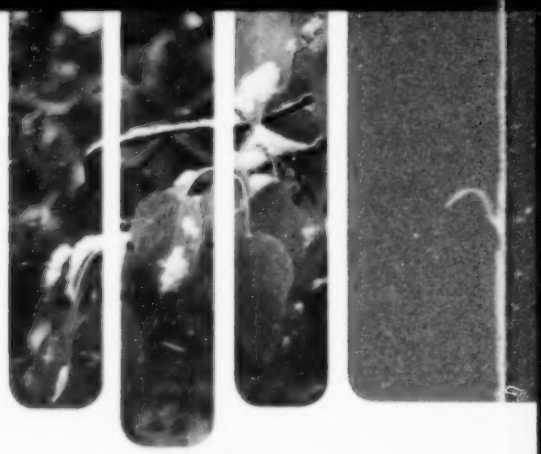
FOCUS: BALANCED INFRASTRUCTURE MANAGEMENT

PRIORITIES:

- **Balance available resources between rehabilitation and growth across four asset groups: transportation, environment and safety, social infrastructure and corporate infrastructure**
- **Establish and increase funding for operations and maintenance, rehabilitation and replacement as new assets are added**

60,000
Tonnes of recycled sand used on winter streets

241
Trees relocated during South LRT construction



INFRASTRUCTURE PLANNING. The City is working on a three-year capital budget, 10-year capital plan and long-range financial plan. These plans detail needs in each area of the corporation and each part of the city based on research regarding lifecycle costs. The comprehensive research in 2007 sets the stage for important decisions in 2008 that will create the legacy for our future.

PUTTING PRIORITY ON UPKEEP. Council directed that the provincial Municipal Sustainability Initiative funding be split between 60% investment for rehabilitation of existing infrastructure and 40% towards infrastructure to meet growth needs.

GOING FORWARD

Scenically straddling the North Saskatchewan River, Edmonton's signature assets include the winding paths and varied recreation areas of the river valley, North America's largest urban park. The City is committed to preserving this gem while capitalizing on natural resources in a way that helps the environment. For example, the construction of new City buildings to LEED standards, often with solar heating, takes advantage of the fact that Edmonton enjoys more hours of sunshine each year than most major Canadian cities.

SAVINGS ON TAP. Effective January 1, 2008, a new City bylaw required water efficient toilets, urinals, faucets, once-through cooling systems and other units in new residential, industrial, commercial and institutional construction. The bylaw also applies to renovation projects requiring a plumbing permit.

EXPANDING LRT. Edmonton's Light Rail Transit continues to grow, with new stations at 76th Avenue and the University of Alberta South Campus due to open in April 2009 and travel to Southgate and Century Park Station at 23rd Avenue to follow a year later.

THE QUARTERS DOWNTOWN. Development plans are in place to revitalize a prime 60-hectare zone northeast of the Shaw Conference Centre. Formerly called Downtown East, the area is ideally connected to the river valley and within walking distance of the downtown Arts and Financial District. This innovative project represents an integration of planning for housing, business, transportation and social needs in the area.

ANTI-IDLING. A public education campaign beginning in early 2008 promotes the benefits of reduced idling in vehicles, such as lowering greenhouse gas emissions, improving air quality for pedestrians and cyclists, and improving gas mileage.

SOCIAL AND CULTURAL

Citizens consistently report that a desirable quality of life depends on a vibrant, inclusive and safe community. The City works to foster these qualities by creating an atmosphere that is responsive to residents' needs and diversity of lifestyles, while ensuring all people have a safe and secure environment. The City has three focus areas in which priorities for action address this vital pillar of our community. Following are examples of achievements in addressing our priorities.

2007
Cultural Capital of Canada

FOCUS: VIBRANT COMMUNITIES

PRIORITIES:

- **Facilitate the revitalization of neighbourhoods in need**
- **Promote Edmonton as an arts and cultural centre of excellence**
- **Encourage recreational, cultural, artistic, and entertainment opportunities for all residents**

CULTURAL CAPITAL OF CANADA. Edmonton earned this national title in 2007 and distributed $2 million in federal arts funding, plus $0.7 million from the City, to 34 individual artists and 26 community groups. A total of about 500 artists were supported by grant projects such as the New Year's Eve celebration in and around Churchill Square. The designation enhanced Edmonton's profile as an oasis for creativity, innovation, exploration and achievement, a legacy that will continue into the future.

RECREATION FACILITY PLANNING. Two new long-term plans, the Recreation Facility Master Plan and the Outdoor Aquatic strategy, provide a roadmap for meeting Edmonton's recreation needs in the coming decade.

ART OF LIVING. On April 30, 2008, the City received a report from the Edmonton Arts Council outlining a 10-year plan for securing the future of Arts and Heritage in the City. The report is available at www.edmontonarts.ab.ca/cultural_plan.pdf. The City will review an implementation plan for the report's 28 recommendations in late 2008.

WIRELESS EZONES. A new pilot project brings wireless connectivity to City Hall and Churchill Square, enabling free public Internet access by mobile devices. Kinsmen Sports Centre and Commonwealth Sport Centre also piloted wireless "hot spots."

FREE ADMISSION DAY. More than 25,000 Edmontonians took advantage of a day-long September event allowing free access to more than 20 facilities. At the Kinsmen Sports Centre, free admission extended an entire week so citizens could explore the newly renovated aquatic area.

JASPER PLACE ANNEX. This new facility significantly expands space for programming and group rentals in Edmonton's west-end communities. The annex also provided space to seniors during renovation and expansion of the Central Lions Senior Centre.

VICTORIA TURNS 100. Canada's first municipal golf course, the picturesque Victoria Golf Course, celebrated its 100th anniversary with "100 Days of Celebration."

ZOO BABIES. New additions at the Valley Zoo include two red pandas, a white-handed gibbon, two takins, and a ring-tailed lemur. The zoo's active role in global species conservation included raising funding for lemur habitat conservation.

89%
Edmontonians satisfied with quality of life

FOCUS: **INCLUSIVE COMMUNITIES**

PRIORITIES:

- **Ensure accessible and ethno-cultural sensitive services**
- **Continue to target programs and services to segments of the community**
- **Provide affordable housing and transportation**

ABORIGINAL OUTREACH. A new Aboriginal Relations Office within the Office of Diversity and Inclusion aims to ensure equitable access to services and employment for Edmonton's Aboriginal population, the second largest of any city in Canada. Grounded in the Edmonton Urban Aboriginal Accord, the office is guided by the Edmonton Aboriginal Urban Affairs Committee. Partners also link with community agencies and the federal government to celebrate Aboriginal culture. Edmonton Public Library hired its first Aboriginal Community Development Librarian, the first such position in the province.

ACCESSIBLE TAXIS. Thirty-five mini vans equipped for on-board wheelchairs and scooters will join the taxi fleet in Edmonton under an agreement signed in late 2007. Passengers will pay no higher fares than for other taxis.

FROM TEENS TO SENIORS. The Library Association of Alberta saluted the Edmonton Public Library with an Award of Excellence for its skyrocketing circulation of young adult materials in 2007, in response to the addition of a teen-services librarian in 2005. The library designated 2007 as the Year of the Older Adult, with similar goals in mind for "Senior Friendly" material.

CORNERSTONES. A new Housing Branch is hard at work implementing City Council's plan to add 3,800 units to the City's supply of attainable housing by 2010, in partnership with other orders of government, industry and the community, at a shared cost of $170 million. In 2007, the city gained 165 affordable housing units and gave 400 rent supplements to help families cope with rising rents. In the future, developers must make at least five per cent of all new residential construction as affordable long-term housing. The Housing Branch also inspected over 3,500 derelict houses, demolished 106 unsafe homes, and required 41 homes to be repaired.

TRANSIT SPECIALS. A full 38,000 MacEwan and University of Alberta students took advantage of U-Pass, a new initiative offering unlimited access to regular transit services in Edmonton, St. Albert and Strathcona County during academic terms. Numerous Edmonton companies purchased new Employ-E passes, available at a 12 per cent discount for employees.

DIVERSE WORKFORCE: In the first year of a corporate human resource three year strategy, the City saw significant success in reaching potential employees by forging relationships with multi-ethnic communities and partners. Job fairs at the Mennonite Centre for Newcomers, the Métis Employment Centre, a mobile equipment open house and numerous external locations resulted in hundreds of applications.

30+
Festivals

WORDS FOR ALL. The City received the Canadian Hard of Hearing Association Community Development and Community Relations National Award for routinely offering interpreters and real time captioning services at City-sponsored events. New interconnections also make it easier for the hearing impaired to dial 911 in an emergency.

DATS ALERTS. Thanks to Interactive Voice Response software, Disabled Adult Transportation System riders now receive phone calls shortly before the bus arrives. The new system cuts wait times in half. Not surprisingly, DATS satisfaction rates have risen almost 10 per cent since the system came aboard, to 93 per cent.

CITY HALL SCHOOL. Students in this tailored week-long program learn about municipal government by interacting with administrators and politicians, holding mock Council meetings, posing for ID card keepsakes, visiting the City Archives, riding transit and much more. Celebrating its first full year in November 2007, the school also began using an interactive tour of City Hall created to support Grade 6 municipal government curriculum and enhance public viewing of City Hall.

SECONDARY SUITES. Council passed a bylaw provisionally approving secondary and garage suites that meet Edmonton zoning regulations and Alberta building and fire codes. The City will provide funding to develop secondary suites in qualified households and zoning. The suites should help meet needs created by Edmonton's tight real estate market.

HOMES FOR THE HOMELESS. Numerous civic and community partners worked in concert to find safe housing for individuals who became part of an inner city tent camp in summer 2007. Recognizing the need for a long-term solution, Mayor Mandel launched a 10-year initiative to end homelessness in early 2008.

FOCUS: **SAFE COMMUNITIES**

PRIORITIES:

- **Promote physical environments where people of all ages can safely participate in normal daily activities**
- **Facilitate community-based partnerships to promote safety and security and encourage prevention**
- **Continue to set standards for the delivery of emergency services**
- **Continue to focus on community-based policing**

CHIEF OF THE YEAR. Edmonton Fire Chief Randy Wolsey was named Chief of the Year in September by the Canadian Association of Fire Chiefs. Since taking the helm in 2001, he has advocated changes in the Alberta and Federal Building Codes regarding fire-resistant materials used in home construction.

150+
Edmonton community leagues

MOBILE DEFIBRILLATORS. Edmonton Transit's three security vehicles now carry automated external defibrillators, increasing the level of cardiac arrest response at transit sites and special events. All ETS staff are trained to use the defibrillators. Edmonton is the first major city in Canada to equip non-emergency municipal vehicles with defibrillators.

SAFETY ON WHYTE AVENUE. Several violent incidents involving youth and bars prompted the formation of a Public Safety Compliance Team to educate bar owners and enforce standards. With members from Edmonton Police Service, Fire/Rescue Service, Bylaw and Alberta Liquor and Gaming, the team works with business owners to address problems, and has the power to take swift action. At the advice of another new multi-stakeholder group, Responsible Hospitality Edmonton, Edmonton became the first major city in Canada to manage an entertainment district as one big venue.

FIGHT VIOLENCE CAMPAIGN. Launched in 2007, "Talk to your friends, take a stand, Fight Violence" uses multiple media, including a website, to urge youth to take a stand against violence and share their success stories. Edmonton is one of the first major Canadian municipalities to collaboratively engage young people in fighting violence.

VOLUNTEER FORCE. Capital City Cleanup and the Reuse Centre, two new programs within Waste Management, together attracted more than 1,000 volunteers.

NEIGHBOURLY THANKS. Good Neighbour cards produced by Safedmonton make it easy for neighbours to say thanks and thus become more connected to each other and to the community. It's a statistical fact that connected communities are safer communities.

GOING FORWARD

GREAT NEIGHBOURHOODS. This new program promises to streamline and coordinate all departments' work in neighbourhoods while empowering residents to be more involved. Community Services' new Neighbourhood and Community Development Branch is leading the project to align key infrastructure revitalization initiatives and community-based projects.

311 CALL CENTRE. Beginning in late 2008, citizens will have three-digit, 24/7 access to bookings and information involving civic services ranging from transit to summer camps to permits and more.

1

ECONOMIC DEVELOPMENT

17.2%

Employment increase since 2001

FOCUS: BUILD A BUSINESS-POSITIVE, SUSTAINABLE URBAN ENVIRONMENT

PRIORITIES:

- Ensure Edmonton is able to:
  a. compete favourably with other municipalities for site locations
  b. encourage population and workforce diversity, attraction and retention
  c. plan adequate services and infrastructure development, provision and maintenance
  d. maintain a reserve of serviced land for economic use
- Expand and diversify the economic base through business and workforce attraction and by developing an entrepreneurial culture
- Maintain our advantages by managing the impact of growth

STREAMLINED DEVELOPMENT With provincial leaders, developers and builders, the City is working to streamline the process of readying land for development. At the operational level, the Planning and Development department is seeking input from the development industry on ways to expedite the review of creative new designs.

UPGRADER SPINOFFS Bitumen upgraders being planned for Greater Edmonton will create as much as $124 billion in new business opportunities, according to a Greater Edmonton Area Bitumen Upgrader Supply Chain Report, co-sponsored by Edmonton Economic Development Corporation (EEDC) and Alberta Employment, Immigration and Industry. The report highlights the fact that local firms have the expertise to fill many of those needs.

NORTHEAST EXPANSION Intense industrial activity, particularly to accommodate bitumen upgraders just northeast of the city, raises the need to manage availability of commercial and light-industrial land for development. Planning commenced in 2007 for lands in the northeast corner, with a goal to integrate light industrial expansion with residential nodes and green areas that respect the zone's natural resources and unique microclimate. This northeast development is intended to generate new tax revenue from commercial development to reduce reliance on residential property taxes needed for civic services and infrastructure.

FOCUS: PROMOTE THE URBAN ENVIRONMENT TO TARGET BUSINESS SECTORS AND WORKERS, BUILDING THE APPROPRIATE PARTNERSHIPS TO SUCCEED

PRIORITIES:

- Promote and expand awareness of Edmonton nationally as a smart and vibrant city with a young, educated and skilled workforce
- Build effective relationships with key City-building partners to develop a welcoming and compelling business environment
- Partner with regional municipalities to build a stronger and more diverse regional economy

$1.3 B

2007 Operating Budget

SUCCEED SOONER CAMPAIGN In early 2008, the City of Edmonton and EEDC ran a campaign in seven Toronto-area universities to encourage graduating future professionals to consider the potential of Edmonton as a place to quickly advance their careers. The campaign left over 300,000 students with an estimated 11 million impressions reflecting the fact that it's easier and faster to advance their career, and their life, in Edmonton. The campaign highlighted the incredible number of jobs available to new graduates in the Edmonton area, the greater earning potential (27% greater on average), shorter commute times, no sales tax and other quality of life advantages not typically found in Toronto.

COORDINATED EMERGENCY CARE The City's Emergency Medical Services, Capital Health and Caritas joined forces to improve pre-hospital and emergency care. A committee provides a forum for reviewing strategic issues related to the transfer of patients between all three partner organizations.

PROMOTION AND DIVERSIFICATION The City of Edmonton continues to support made-in-Edmonton entrepreneurs through organizations such as TEC Edmonton, which moved into the new Enterprise Square in downtown Edmonton in late 2007. This joint venture between the University of Alberta and the City helps inventors and entrepreneurs in the capital region turn new ideas into viable businesses within knowledge industries such as IT and biotechnology.

PORT ALBERTA The historic opening of the Prince Rupert container port holds great potential for Edmonton. As the first major urban centre on the CN line from the coast, the City is working with the Chamber of Commerce, EEDC, Edmonton Airports and the federal and provincial governments to establish Port Alberta, an intercontinental and inter-modal transportation hub on the model of Chicago or Memphis. Construction of a new 13,000-sq.m cargo apron at Edmonton International Airport began in 2007 and a second will begin in 2008.

GOING FORWARD

FORT ROAD OLD TOWN This community in northeast Edmonton will be transformed over the next few years into a transit-oriented urban village, with an attractive streetscape and a concentration of dwellings and shops located conveniently near the Belvedere LRT station.

BUSINESS TAX SHIFT Between 2008 and 2011, business taxes will be phased out and shifted to non-residential property tax. The move will create a streamlined, convenient and transparent taxation system for businesses, with no net gain or loss in revenue from business.

GOVERNANCE

Edmonton is Alberta's capital city and one of Canada's fastest growing municipalities. With economic opportunities also come challenges in keeping pace with growth. The region of more than 20 towns, villages, cities and counties makes up one of the most promising economies in the world. But the municipalities are challenged to manage interrelated, growing economies in a way that maximizes the region's global economic potential. Edmonton has two main focus areas for enhancing efficiency and fostering regional collaboration, which will help support the City's other three pillars.

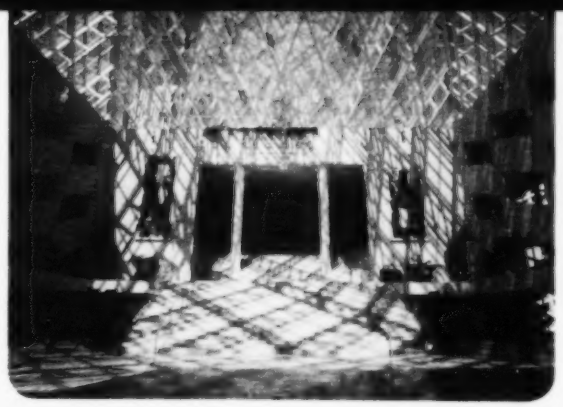
FOCUS: OPTIMIZE REGIONAL GROWTH AND DEVELOPMENT

ONGOING COLLABORATION. Where agreements with regional partners are already in place, day-to-day collaboration continues. For example, the City's Transportation Department is actively working with neighbours to expand regional transit services and coordinate road interchanges. The City also devotes significant energy to such joint initiatives as the HUB Alliance, the Yellowhead Highway Association and the River Valley Alliance.

EMERGENCY COORDINATION. A new Ambulance Destination Coordination Centre streamlines the entry of ambulance patients into local hospital emergency departments and allows paramedics to get back on the road faster.

FOCUS: BUILD ORGANIZATIONAL CAPACITY

WORKING SMARTER. Recent civic initiatives such as the ETS Trip Planner, Online Store, e-Permits, e-Licencing, and e-Learning, highlight how optimizing business processes can improve efficiency and make services more effective. For example, the ETS online Trip Planner has enabled bus service to expand hours without impacting call centre service levels. Damage claims collected are helping to fix and maintain downtrodden City property. More recent initiatives, including online assessment, tax and land sale forms, are also beginning to prove their value. The most recent initiatives deployed in late 2007 include a powerful new project and contract management system, and the enhancement to the City's computer mapping system.



TRANSFORMING EDMONTON: This new framework aligns the City's major planning initiatives with a new unified Corporate Strategic Plan. This process integrates these foundational planning initiatives:

- **envisionEdmonton** created a Vision of the City in 2040, following intense consultation with more than 2,200 Edmontonians in a variety of workshops, surveys and forums
- **Focus Edmonton** is the integrated land use policy (Municipal Development Plan - MDP) that will direct growth and redevelopment over a 30-year time horizon and a 10-year implementation period
- **Moving Edmonton** is the new Transportation Master Plan, built on public input that calls for a major focus on LRT growth. This strategic direction and policy framework for system-level transportation decisions will be introduced in late 2008 with the MDP
- **EcoVision** is the Environmental Strategic Plan completed in 2006
- **Sustainable Infrastructure Financial Strategy** will establish policies in 2008 for addressing Edmonton's infrastructure shortfall over the next 30 years
- **Regional Strategy Group** works within the Provincial board to create an integrated growth management plan for the Capital Region to enhance the overall global competitiveness and sustainability of the region

2007-08 PLANNING ACTIVITIES

Strategy

City Strategic Plan
- City Vision 2040
- 10-year Strategic Goals
- 3-year Priority Goals
- Performance Measures

Financial Strategies
- 10-year Capital Investment Agenda
- 3-year Budgets
- Infrastructure Funding Strategy

Long-range Plans
- Transportation Master Plan
- Municipal Development Plan
- Environmental Strategic Plan
- Social/Community Plan
- Capital Region Integrated Growth Management Plan
- Infrastructure Funding Strategy

Implementation
- **3-year Department Business Plans**
- Operational Activities

TRANSFORMING EDMONTON:

The planning and investments we make today create the metropolitan centre Edmontonians expect for a vibrant, prosperous and sustainable future.

Led by the Senior Management Team, the **Transforming Edmonton** Implementation Committee ensures integration of the City's strategic planning efforts and coordinates the related public involvement activities

PROJECT MANAGEMENT SUCCESSES. The Project Management and Construction Branch, established in 2006, proved its ability to shave costs through careful planning last year. Dramatic improvements in capital cash flow management, coupled with streamlined tendering and project management, enabled capital projects and expenditures to double in 2007 despite continuing tight budgets. A new corporate committee to evaluate financing and project management models, implemented in October, promises more positive results in 2008.

GOING FORWARD

REGIONAL INITIATIVE. The Edmonton region is home to one of the strongest economies in the world and stands to benefit from billions of investment in the oil and gas sector over the next decade. However, in order to take advantage of the opportunities before us, area municipalities will have to overcome past differences and start to plan and act regionally.

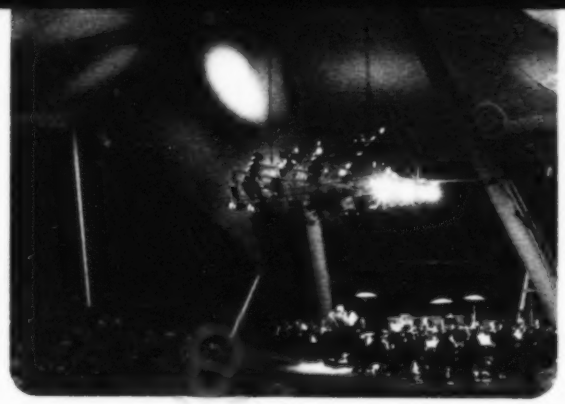
We know this is something regional residents, including those who live outside Edmonton's borders, expect from us. They've told us they want more regional cooperation and decision making and fear that regional differences and disparities will only serve to stifle our economic potential.

Last year, the City advocated for more effective regional planning with area mayors and the provincial government. The government responded by leading a consultation with the 25 municipalities which make up the Edmonton Region, resulting in the Working Together Report. In December 2007, Premier Ed Stelmach announced the Edmonton region would have a new framework for municipalities to plan together.

The province created the Capital Region Board to develop a coordinated regional growth management plan by March 31, 2009. Other key initiatives of the board include the creation of a regional inter-municipal transit system, a system for managing geographic information among regional municipalities and strategic plan for social and affordable housing.

The City of Edmonton is actively engaged with the board through its representatives, Mayor Stephen Mandel and alternate, Councillor Ed Gibbons, and the Administration is sharing its knowledge and expertise to the boards various working committees.

As a leader in public transportation, a centre of excellence for waste management, and other municipal services, the City is well-positioned to help the board achieve its mandate and ultimately create a better, stronger, more integrated region for the benefit of all its citizens.



CITY OF EDMONTON STRATEGIC PLAN 2009-18

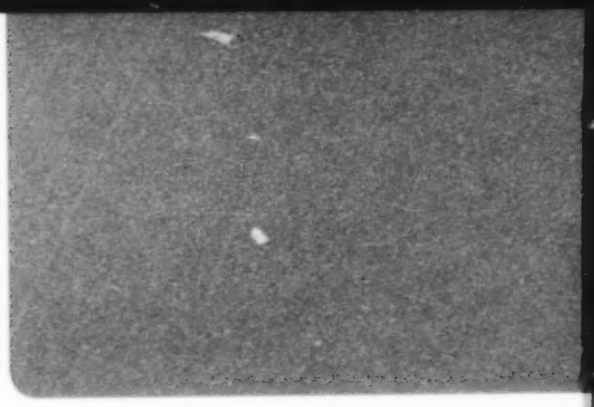
City Council adopted a new Strategic Plan in mid-2008. All City actions will work toward the achievement of a common vision and strategic goals. The framework Transforming Edmonton was created to integrate all major 10-year strategic planning initiatives with the overarching Strategic Plan.

VISION: Council initiated the process in the fall of 2007 by calling on citizens to envisionEdmonton in 2040. The input received from over 2,200 Edmontonians was used to create the City Vision and help set the overall direction of the strategy.

GOALS: To focus the City's actions towards achieving the new vision, Council identified six 10-year strategic goals that will direct long-term planning for the City. Three-year priority goals provide focused direction over the course of Council's term. City Department business plans will outline the actions they will undertake to achieve the three-year priority goals and specify the operating budgets necessary to support these activities.

MEASURES: The Strategic Plan includes performance measures for the 10-year strategic goals. These measures will form the basis for an annual reporting of the progress toward the 10-year goals and in realizing the vision.

The Strategic Plan will be used to align all planning decisions and guide the development of department business plans and budgets.



VISION

A creative description of Edmonton's future, the vision guides our decisions, helps us set direction and encourages us to align our priorities as we work to make Edmonton the city we want it to be in 2040:

Take a river boat from one shore of the world's largest urban park to the other, from the University to the Legislature. From the water, look up and consider the skyline, the bustling core and the towers and urban villages to the east and west. The people on the sidewalks and trails, from First Nations to new Canadians, linked by a common purpose — to learn, to prosper, to celebrate. Take the LRT in any direction from here and you'll be in the heart of somewhere special. Welcome to Edmonton, the capital of Alberta, a northern city of art and ideas, research and energy.

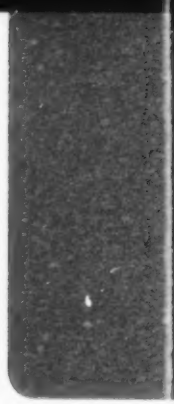
- Edmonton is an energy city. Energy drawn from the ground and from above; from the sun and wind. But the true power of Edmonton is the democratic spark in its people.
- Edmonton is a city of design — urban design, architectural design, and environmental design. Walk its safe, leafy neighbourhoods, ride its efficient and accessible transportation system. The city has grown up; now we're building smarter.
- Edmonton links the continent with the north and with Asia. This cooperative regional economy is powerful and diverse, oriented toward the future. Visit the universities and colleges, the humming research parks, the downtown office towers: Edmonton is a destination for advanced technologies, health care, and green energy.
- Edmonton is a recreation city, an arts city. It is a city that embraces all seasons. Run, ride or ski on its trails and fields, cheer in its arenas and stadiums. Enjoy the museums, galleries, clubs, and theatres. Read its novels, watch its films. Spend an hour or a week in the glorious North Saskatchewan River Valley, the world's largest preserved park.
- Edmonton is a city of many cultures, educational opportunities, and all political and social orientations; yet its citizens are inspired by a shared vision and the certainty that this city on a river is one of the most special places on Earth.

GOALS

Six 10-year strategic goals provide a clear focus for the future. Priority goals shape the City's actions in the near term. For more details on the Goals and the corresponding performance measures, visit www.edmonton.ca/corporateplan.

1. PRESERVE AND SUSTAIN EDMONTON'S ENVIRONMENT

Ten-year strategic goal: In partnership with its citizens, businesses and institutions, Edmonton is the nation's leader in setting and achieving the highest standards of environmental preservation and sustainability both in its own practices, and by encouraging and enabling the practices of its partners.



Three-year priority goals:

- Increase and broaden advancement towards zero waste;
- Reduce water consumption (per capita);
- Increase use of renewable energy (in city operations);
- Reduce greenhouse gas emissions (in city operations);
- Improve air, water and soil quality (in city operations); and
- Increase access and proximity to ecological (natural and groomed) systems.

2. IMPROVE EDMONTON'S LIVABILITY

Ten-year strategic goal: Edmonton is one of Canada's most livable cities because it is welcoming to all; is safe and clean; fosters its heritage and supports its arts and multicultural communities; encourages active lifestyles through recreational opportunities; and engages its citizen's in the city's vision and directions.

Three-year strategic goals:

- Enhance social connectedness for all citizens;
- Reduce and prevent crime in our: transit, downtown and communities;
- Reduce litter, graffiti and vandalism in target areas;
- Preserve, celebrate and support Edmonton's heritage, arts and culture;
- Reduce barriers to participation in recreation activities and local programs;
- Improve community engagement and participation; and
- Increase the supply and range of affordable housing to meet citizen's needs.

3. TRANSFORM EDMONTON'S URBAN FORM

Ten-year strategic goal: Edmonton has increased its density and optimized existing infrastructure while maintaining and revitalizing strong, vibrant neighborhoods; ensuring high standards of urban design; adopting best land use practices; and preserving natural areas and public spaces.

Three-year priority goals:

- Increase dwelling density with conditions such as:
  - recognizing unique neighbourhood, commercial, industrial characteristics and service needs;
  - transit oriented development (TOD);
  - adequate and affordable housing and living environments;
  - a mix-use of residential and commercial development;
  - eco-efficient;
  - safe; and
  - aesthetically pleasing.
- Strategically invest in select infrastructure as set by LRFP/SIFS;
- Refocus spending on renewing existing infrastructure relative to investment in new infrastructure; and
- Improve city's urban architecture and urban form to ensure it meets environmental standards and exemplifies excellence in urban, architectural and landscape design;

4. SHIFT EDMONTON'S TRANSPORTATION MODES

Ten-year strategic goal: Modes of transportation shift to "fit" Edmonton's urban form and enhanced density while supporting the city's planning, financial and environmental sustainability goals.

Three-year priority goals:

- Increase transit ridership;
- Ensure transit sustainability through appropriate cost recovery ratio;
- Reduce barriers to the use of different modes of transportation;
- Increase traffic safety; and
- Select and remedy high congestion areas to ensure through put around and through the city.

5. ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY

Ten-year strategic goal: Edmonton is financially sustainable, with the revenue resources required to support its plans and provide the infrastructure and services citizens need.

Three-year priority goal:

- Increase revenue sources and reduce reliance on residential property tax to meet strategic infrastructure & service needs.

6. DIVERSIFY EDMONTON'S ECONOMY:

Ten-year strategic goal: Edmonton is recognized as an economic powerhouse, maximizing the diversity of its economic advantages, including its location as Port Alberta and as a portal to the north; as the urban centre of regional industrial development; as a knowledge and innovation centre for value-added and green technologies and products; and as a place that attracts and supports entrepreneurs.

Three-year priority goals:

- Work with both public and private sector partners, to improve the favourable business and investment climate for:
  - Eco-industrial based economy;
  - Logistics and servicing for the needs of the North and Asia;
  - Green technology development and commercialization; and
  - Entrepreneurs.
- Invest in transportation network to support Port Alberta.
- Improve, continuously, the capacity and capability of the organization in the delivery of services to business and citizens.

For more details on the Goals and the corresponding performance measures, visit www.edmonton.ca/corporateplan.

14TH
Year Financial
Reporting Award

2007 FINANCIAL RESULTS

The 2007 City of Edmonton financial results demonstrate solid fiscal management at a time of rapid growth. Tax-supported operations ended the year with a $35.1 million surplus, a net 2.6 per cent of the expenditure budget, with a significant portion of the surplus attributed to one-time items.

The 2007 surplus was primarily created by:

- Better investment earnings than planned from strong investment returns;
- Increased net revenues from user fee areas such as transit, licenses and development permit fees;
- Savings in Police Services primarily from delayed personnel hiring; and
- Delays in one-time projects or funding agreements which will carry forward into 2008.

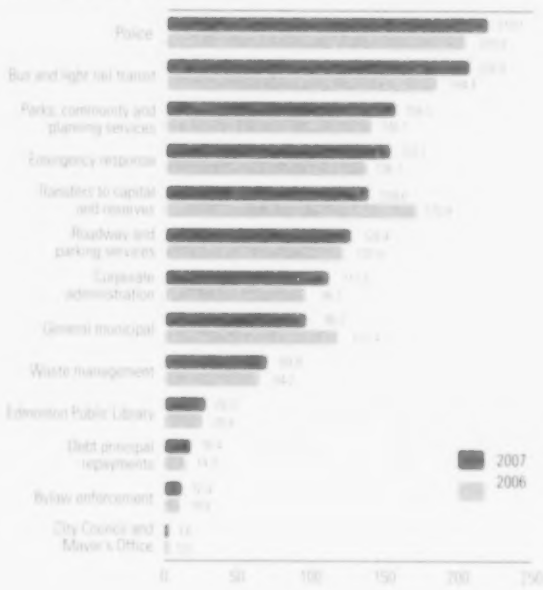
This surplus was partially offset by increased winter road maintenance costs and other expenditures to meet the growing service needs.

Your Priorities

Edmontonians have said that some of their top priorities for increased funding are police services, public transit and roads, and attainable housing. We continuously strive to increase the investment in these areas.

Services Supported

(millions of dollars)



The tax-supported surplus is added to the Financial Stabilization Reserve, available to address future emerging needs and to provide flexibility in times of revenue instability. With this addition, the target level of 7.0 per cent of general government operating expenditures, to a maximum cap of $85.0 million, will be reached. The excess of $34.1 million has been approved to support several initiatives carried forward to 2008, to reduce the 2008 tax increase and pay for some emerging capital needs.

Projects in 2008 that will be supported by carried-forward funding include the Humane Society building project, affordable housing initiatives, and assistance for social programs and entrepreneurs through the Social Enterprise Fund. Emerging capital needs consists of upgrades to the Citadel Theatre, five new park sites, 118 Avenue revitalization, and structural repairs to the Prince of Wales Armoury and the Millwoods Recreation Centre.

AA+
Standard & Poors credit rating

In 2007, unprecedented capital expenditures of $870.8 million provided infrastructure needed to support our growing economy. Projects included:

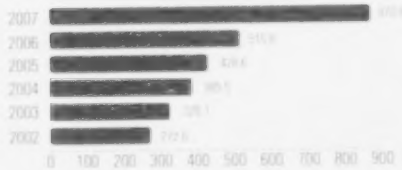
- Expansion of the South LRT;
- Replacement of buses;
- Upgrades and construction of drainage services;
- Replacement of aging fire stations and construction of new ones;
- Parkland acquisition;
- Neighbourhood renewal; and
- Improvements to arterial roads and primary highways.

The Summary of Municipal Operations outline the 2007 revenues, expenditures and fund transfers for the City's tax-supported programs and services. Summarized information on utility and subsidiary operations is included in the table Other Financial Information. Capital information has been provided in the table Capital Expenditures. Budget and Actual 2007 figures are consistent with those included in the City's audited consolidated financial statements.

Consolidated financial statements, as audited by the independent accounting firm of Deloitte and Touche LLP, form part of the 2007 City of Edmonton Annual Report. The Annual Report is available for review on the City of Edmonton web site at **www.edmonton.ca**, or at any public library location.

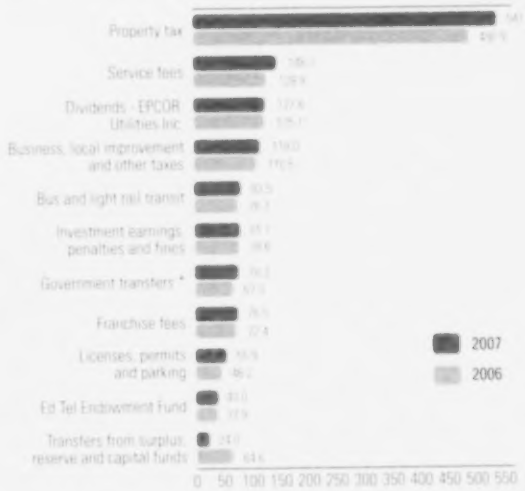
Capital Expenditures

(millions of dollars)



Where the Money to Run the City Comes From

(millions of dollars)


Property tax
Service fees
Dividends - EPCOR Utilities Inc.
Business, local improvement and other taxes
Bus and light rail transit
Investment earnings, penalties and fines
Government transfers *
Franchise fees
Licenses, permits and parking
Ed Tel Endowment Fund
Transfers from surplus, reserve and capital funds
2007
2006
0 50 100 150 200 250 300 350 400 450 500 550

* Government transfers include transfers in lieu of tax.

SUMMARY OF MUNICIPAL OPERATIONS

For the year ended December 31, 2007

Revenues (in thousands of dollars)	**Budget 2007**	**Actual 2007**
Taxation:		
Property	$ 545,897	$ 541,839
Business	104,206	105,468
Government transfers in lieu of tax	16,602	23,888
Local improvements	9,776	9,060
Other	2,500	3,491
	678,981	683,746
General municipal services and other	125,144	148,731
Bus and light rail transit	78,142	83,531
Franchise fees	76,796	76,454
Government transfers	46,520	54,376
Licenses and permits	41,502	43,882
Investment earnings	33,673	43,076
Ed Tel Endowment Fund contribution	39,955	39,955
Fines and penalties	37,577	38,665
Parking	9,992	11,990
Municipal revenues before transfers and dividends	1,168,282	1,224,406
Dividends from EPCOR Utilities Inc.	127,577	127,600
Transfer from prior operating surplus	12,956	12,956
Transfer from reserve fund	16,795	10,927
Transfer from capital fund	-	156
Total Municipal Revenues	**$ 1,325,610**	**$ 1,376,045**

Expenditures (in thousands of dollars)	**Budget 2007**	**Actual 2007**
Police	$ 224,747	$ 219,111
Bus and light rail transit	198,544	206,810
Emergency response	153,208	153,144
Roadway and parking services	122,997	126,434
Corporate administration (Note 1)	113,678	111,525
Parks and recreation	94,520	96,887
General municipal (Note 2)	115,551	96,250
Waste management	68,544	69,846
Community and family	38,854	35,847
Edmonton Public Library	28,347	28,347
Planning services	24,834	23,745
Bylaw enforcement	11,396	12,377
City Council and Mayor's Office	3,810	3,611
Municipal expenditures before transfers and debt principal repayments	1,199,030	1,183,934
Debt principal repayments	15,725	18,365
Transfer to reserve fund	5,681	31,384
Transfer to capital fund (Note 3)	105,174	107,228
Total Municipal Expenditures	**1,325,610**	**1,340,911**
Excess of revenues over expenditures	**$ -**	**$ 35,134**

Notes to Summary of Municipal Operations:

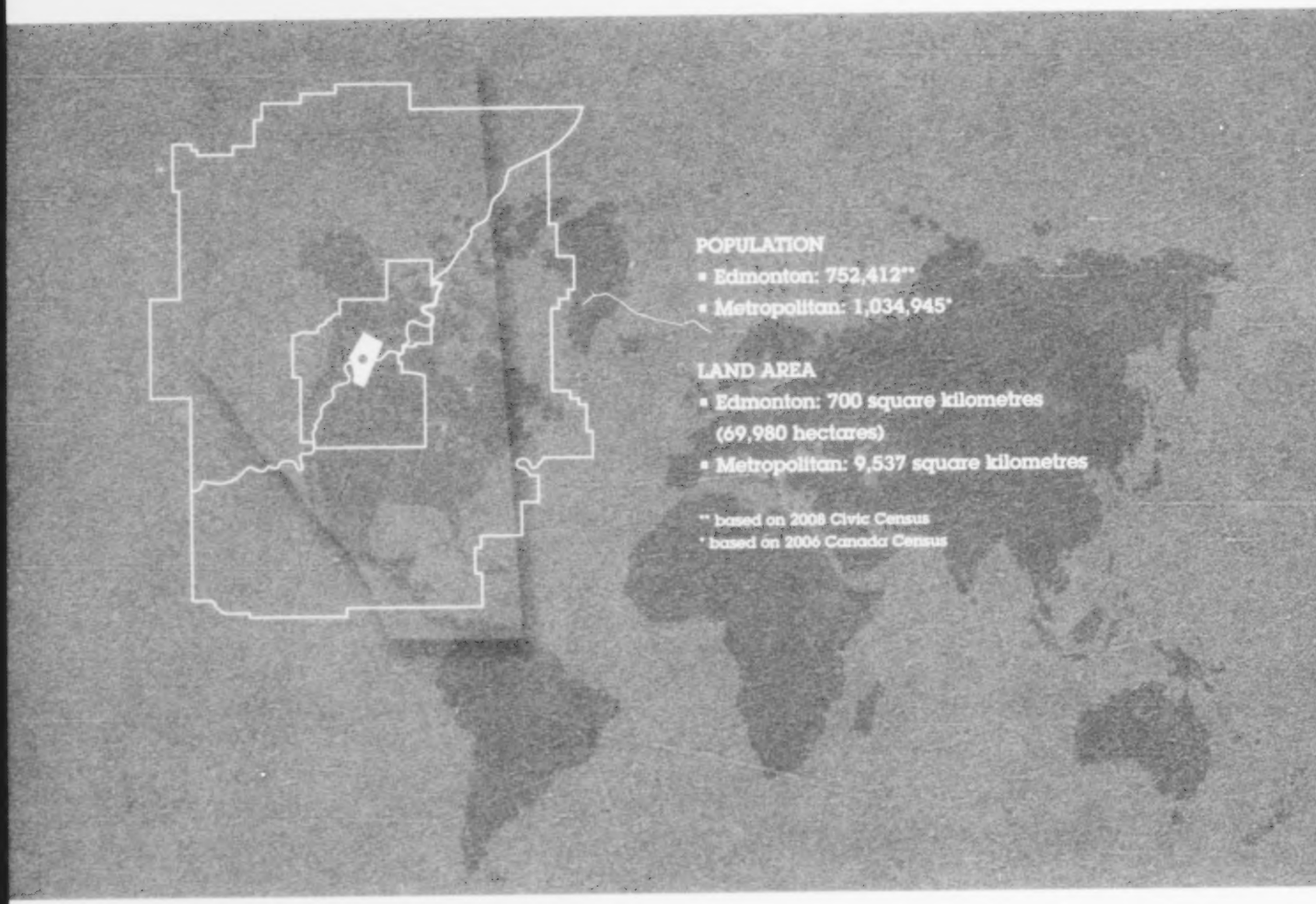
1. Corporate administration consists of personnel and administrative costs for Corporate Services, Assessment and Taxation, Corporate Business Planning, and Offices of the City Manager and City Auditor.
2. General municipal expenditures consist of accommodation expenditures, tax expenditures, grants provided, subsidies to miscellaneous Boards and Authorities and general financial costs.
3. Transfer to capital fund represents pay-as-you-go funding from municipal revenue for capital projects.

OTHER FINANCIAL INFORMATION

For the year ended December 31, 2007

(in thousands of dollars)	Revenues	Expenditures	Net income	Contribution to municipal operations
EPCOR Utilities Inc.	$ 3,696,625	$ 3,419,234	$ 277,391	$ 166,719
Ed Tel Endowment Fund (unaudited)	68,535	1,554	66,981	39,955
Sanitary Drainage Services (unaudited)	120,941	91,037	29,904	16,740
Land Drainage Services (unaudited)	21,200	11,798	9,402	
Edmonton Economic Development Corporation	30,560	29,664	896	
Edmonton Public Library	36,685	34,557	2,128	

The financial results provided above are consistent with those reported in the annual financial statements for the respective organizations or operations. The contribution to municipal operations reflects the amount, excluding taxation, included in the Summary of Municipal Operations. Edmonton Economic Development Corporation revenues include $11,977 of tax levy funding. Edmonton Public Library revenues include $ 28,347 of tax levy funding.



Information on the City of Edmonton
is available through the internet

www.edmonton.ca

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THE CITY OF Edmonton

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